



**CAL POLY**  
Student Affairs

## STUDENT AFFAIRS ANNUAL REPORT

2016 – 2017

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## STUDENT AFFAIRS VISION

**To inspire all students to embrace their unlimited possibilities.**

## STUDENT AFFAIRS MISSION

Student Affairs promotes student success throughout the Cal Poly experience by providing Learn by Doing opportunities, delivering innovative student-centered programs, encouraging personal growth, and empowering our students within a safe, healthy, inclusive and supportive environment.

## DIVISIONAL CORE VALUES

- Champion students and alumni
- Create visionary programs and services
- Sustain meaningful partnerships and collaboration
- Cultivate continuous learning
- Promote ethics, integrity and respect

## LONG-TERM GOALS

Student Affairs has four main goals, identified through a collaborative process, from which our work flows:

- Build a culture of excellence and innovation
- Enhance campus life and student success
- Engage partners to ensure our future success

## STUDENT AFFAIRS SUCCESSES

Highlights of our team's AY2016–17 accomplishments are presented below, organized by our long-term goals. Additional accomplishments are presented in other sections of this report as appropriate.

### Build a culture of excellence and innovation



- Recognized as a “2017 Promising Places to Work in Student Affairs” by *Diverse Magazine*.
- Cultivated an 8% increase in student responses to Career Services’ Graduate Status Report survey, showcasing a 7% increase in average starting salaries for Cal Poly graduates.
- Implemented division-wide professional development curriculum and MPP Leadership Development Series.
- Trained over 400 ASI student staff on bystander intervention, personal safety, customer service and professional skills.
- Developed the Student Affairs Marketing and Communications team – with point people in 18 areas – to support institutional and divisional brand management standards.
- Increased the total number of staff who have completed *Measurement EDGE* assessment training to 223 – almost 50% of the entire division.
- Partnered with ITS to implement, or bring into compliance, 23 systems in support of student success, allowing university ITS to focus on larger campus-wide projects.
- Launched the Men and Masculinity program and hired the inaugural coordinator, making this the first position of its kind in the CSU.
- Collaborated with ITS and the registrar to export 84% of graduating senior email data to Advance database for alumni and university communications and development.
- Implemented new package tracking software, facilitating the delivery of 58,000 packages in the university housing system.
- Developed online residence hall and apartment move-in program that allowed 7,000 residents to choose move-in times, resulting in the most efficient campus opening in recent history.
- Received positive report from the Jed Foundation Campus Program in these key areas: developing and supporting life skills, peer-mentoring programs geared towards social connectedness, early identification of students at risk for mental health and substance abuse issues, excellent counseling services with a wide range of treatment options, and coordinated care between health and counseling services.

## Enhance campus life and student success

- Opened the Cal Poly Lofts and Alumni Welcome Center in downtown San Luis Obispo with intentional connections to the Center for Innovation and Entrepreneurship, faculty, staff, and the Cal Poly Entrepreneurs club.



- Hosted the first-ever Student of Color Summit, with over 100 attendees.
- Reduced alcohol-related hospitalizations during the 2016 Week of Welcome to approximately 5, down from 11 in 2015 and 33 in 2013.
- Supported many ASI Board of Directors resolutions with education and training, resulting in strong student support for new initiatives.
- Celebrated commencement with the largest number of graduates participating in recent history, with an 8% increase in graduate participation over 2016. Since 2014, commencement participation has increased by 23%.
- Engaged 100% freshmen with the Career Services' Freshman Focus Team to clarify academic major and internship and career goals.
- Increased jobs and internships posted through Mustang Jobs by 46% over prior year, with 12,280 employers seeking to hire Cal Poly students.
- Facilitated 265 outreach presentations by Counseling Services, reaching 24.4% of the student body and 1,770 faculty and staff.
- Tripled traffic in the Veteran's Success Center this year and partnered with students to receive SSF funding for the center's first coordinator.
- Grew the pipeline of future leaders with 40 leadership education presentations, which reached more than 1,000 students; 90 students completed the quarter-long *Emerging Leaders* series, up from 50 students in 2016.
- Created the Polython Program in club sports to focus on academic achievement, community service, and campus outreach, resulting in decreases each quarter of athletes with GPAs below 2.0.
- Adjudicated 51% more student code of conduct violations than the previous year, allowing developmentally focused professionals to interact earlier with more at-risk students;

Housing experienced no increase in violations during WOW and recidivism for housing community standards was under 2%. Housing alcohol and marijuana cases increased by less than 1%.

- Increased athletics-related Cal Poly Alumni Association events by 10%, contributing to enhanced school spirit.
- Established the bi-monthly coach's forum in Athletics, led by sports psychologist to focus on student-athlete wellbeing.
- Housed 22 homeless or housing-insecure students on campus via the Cal Poly Cares program.
- Served 611 students via the Educational Opportunity Program, with 280 students either graduating or being on the Dean's List.
- Supported 19.7% of total enrollment, or 4,202 students, via Student Academic Services programs or services. This resulted in a 17% increase in usage of the Academic Skills Center, which houses Supplemental Workshops in Science and Math.

### Engage partners to ensure our future success

- Created the Career Services Advisory Board, populated with corporate partners and industry leaders, to ensure that career development efforts remain cutting-edge and that philanthropic support of the department grows.
- Increased alumni social media impressions to more than 2,000,000 on Facebook and more than 13,000 social media posts tagged #calpolypride, making the Cal Poly Alumni Facebook page the largest in CSU with 84,731 engaged users and the fourth largest public university Facebook page in California.
- Registered more than 4,500 students to vote, making Cal Poly the fourth out of 176 campuses in total students registered.
- Participation by companies up 18%, recruiters up 10% and student participation up 10% at 10 Career Fairs.
- Hosted 17% more parents and families at Mustang Family Weekend, totaling over 7,000 guests, compared to 2015.
- Partnered with 14 local property management agencies to offer the educated renter certificate program, which resulted in 230 students completing certification during the program's inaugural year.
- Provided over 10,000 student volunteers during days of service around San Luis Obispo County.
- Launched four new Alumni Association chapters, resulting in 18% more regional events, with 21% more attendees compared to the previous year.



## DIVISIONAL CHALLENGES

### Resources

As expectations continue to increase on Student Affairs programs and services, human and fiscal resources are being taxed to their limits. We have built an excellent team, with individuals who excel and work hard, and we will need to be careful in the coming year not to exceed their professional capacity. Put another way, we may have to do something that does not come easy to any of us, but we may need to say “no” to some opportunities or sunset existing services that are no longer needed. Additionally, a number of departments are surviving financially on one-time funds to maintain operations. Those balances are shrinking with each passing year, making this model of operation unsustainable. This challenge is also an opportunity for Student Affairs as there are opportunities to collaborate, centralize common operations across departments, and explore additional efficiencies.

### Student Success partnership

Cal Poly’s strength is that the entire campus community is focused on student success. This emphasis presents challenges when ideas diverge on ways to best support student success. Student Affairs’ work is focused on engaging students in active learning, helping them develop clear values, ethical standards and communicating high expectations for student learning. Strong, collaborative relationships forged across departments and divisions demonstrate a healthy institutional approach to learning, and bringing multiple perspectives to bear on problems benefits students. While Student Affairs’ perspectives and contributions to student success are harder to quantify, they are equally as important and essential to a student’s success.

### Data and Business Intelligence

Student Affairs continues to experience challenges with access to data and systems that articulate the impact our programs and services have on graduation outcomes. Similarly, the absence of this data and critical business intelligence support have allowed potential inefficiencies to remain in existence. The hiring of a new Director of Assessment and Research is a pivotal step in remedying this issue and will allow for the development of consistent data points, insightful analysis and reporting methods within the division. Collaboration with stakeholders outside the division will continue to be sought as they hold access restrictions to data and the necessary analytics systems. Without a strong commitment to partner and remain focused on student success, this area will continue to impede the division’s ability to design programs and support that benefit students’ learning and development.

## STRATEGIC PRIORITIES OF THE VICE PRESIDENT

Listed below are the strategic priorities of the Vice President for Student Affairs, established in last year's plan, with key accomplishments.

### 2016–17 Goal: **Development of the 2017-2022 strategic plan**

Focusing on university-wide involvement and a year-long intentional process that provides the foundation for a successful implementation, over 1,000 students, faculty and staff participated in the development of the 2017-2022 Student Affairs Strategic Plan. This plan, with 61 initiatives supporting four goal imperatives, will facilitate our division's contribution to Vision 2022 and continue to develop a more interdependent, collaborative division. The plan will be launched in October 2017, as the 2014-2017 plan effectively completed all goals and initiatives by summer of 2017.

Highlights of university-wide involvement are below:

**1,200+**  
**CAL POLY VOICES**

Cal Poly voices provided feedback on this plan

**PRESIDENT'S  
CABINET**

Provided final stamp of approval

**450**

Student Affairs Staff crafted this plan

**COMMUNITY PARTNERS**  
Student Affairs Advisory Council members provided future insights

**ENGAGEMENT CIRCLES**  
Students, faculty and staff joined together to define plan priorities

**STUDENTS**

ASI Student Leaders shared feedback from Cal Poly students in all colleges

**10 SENIOR LEADERS**

Steered the plan development

**130 FACULTY**  
Academic Senate members help shape our goals

**PARENTS**  
Shared ideas through the Parent Advisory Council

**ALUMNI**  
Let us know their ongoing needs

### 2016-17 Goal: **Advance key facilities related to the residential campus**

Many projects were launched to advance Student Affairs facilities needed to support the residential campus model. Planning processes to receive Board of Trustees conceptual approval for public-private partnership residence hall development were launched as yak?it'ut'u, formerly known as Student Housing South, neared completion. ASI has become an integral partner in this effort, lending its staff time and financial resources to many projects that will enhance the student experience on the residential campus. A



comprehensive facilities plan has not been completed, but with the creation of the new university space management role, Student Affairs will seek to partner with this leader to thoughtfully map out the facilities and space needs to achieve the goals of Vision 2022.

### 2016-17 Goal: **Achieve \$2 million in fundraising**

This key priority underachieved in meeting its goal this year, largely due to the mid-year departure of the division's fund development officer. The division's advisory council continues to thrive and remains focused on its priority of philanthropic support. Still in its infancy as a development organization, Student Affairs will hire a replacement development professional this year and focus its priorities on Campus Health and Wellbeing and Career Services.

### 2016-17 Goal: **Articulate and implement contributions to graduation initiative**

Lack of student engagement and social connection are pivotal reasons why students in good academic standing choose to leave the university. Student Affairs has articulated several compelling opportunities that would contribute to increased retention and graduation rates. Advancing these initiatives has been challenging as the graduation initiative process focuses heavily on issues of academic preparation, course availability and academic advising. In the absence of adequate funding, Student Affairs leaders will continue to creatively find ways to advance initiatives that support the entire student. Student Affairs remains committed to collaborating with Academic Affairs and the broader university to ensure that all students welcomed into the Mustang family celebrate their graduation in a timely fashion.

### 2016-17 Goal: **Continue to create a safe and inclusive campus**

Significant progress was made in this area, despite an increasingly challenging and divisive national climate. Central to this goal was the focus of the Vice President to increase effort in this area, and noteworthy progress has been achieved, including hosting over 100 students at dialog-focused lunches with the President and VPSA, the creation of the DREAM Center for undocumented students, the renaming of the Connections for Academic Success program to the Black Academic Excellence Center, and the creation and successful hiring of Student Affairs' first Assistant Vice President for Diversity and Inclusion. Additionally, Student Affairs played a major role in successfully managing a number of high-profile events that took place on campus, from student protests to controversial speakers.

## STUDENT AFFAIRS LEADERSHIP STRATEGIC PRIORITIES

All Student Affairs programs and services are designed to engage and connect students with the Cal Poly experience. Decades of research demonstrates that when students are engaged and connected with their campus and community, they will thrive academically. Therefore, all efforts of the division of Student Affairs continue to support institutional and system goals for retention and graduation of undergraduate students.

Priorities	Goals
<b>Residential Campus</b>	Solidify plans for yak?it'ut'u opening, programming for all halls, and P3 developments. Develop strategy to renovate existing residence halls.
<b>School Spirit</b>	Increase communications via online video, GoPoly.com and other media platforms to tell the athletics story and increase the university brand, resulting in increased student and community attendance at events.
<b>Alumni Relations</b>	Increase alumni participation and giving via segmented communications that reflect their student experience.
<b>Health &amp; Wellbeing</b>	Achieve successful alternative consultation on health fee.
<b>Development</b>	Develop parent and family communications that support student retention needs and result in parent giving via the Mustang Parent Society.
<b>Assessment &amp; Research</b>	Develop Student Success dashboards that provide real-time data correlating student achievement, persistence and graduation outcomes from engagement with SA programs.
<b>Marketing</b>	Develop and lead a division-wide media relations plan that yields regional and national recognition for Cal Poly students.
<b>Residential Campus</b>	Advance key facilities projects including Rec Center renovation, Mustang Station/Lanes, and Multi-Cultural Center.
<b>Diversity &amp; Inclusion</b>	Develop D & I strategic plan for division and achieve successful onboarding of inaugural Assistant Vice President.

## ADVANCING VISION 2022

Student Affairs is proud to contribute vibrantly towards achieving the objectives set forth in President Armstrong's Vision 2022. Along with the four guiding principles of Cal Poly, Vision 2022 sets the framework for our division's strategic plan and decision-making process. Highlights from each area of Vision 2022 are presented below.

### Residential Campus

- ASI is continuing as a strong campus-wide partner, contributing over \$225,000 to campus improvements, bike racks, lighting, and classroom enhancements.
- Launch of a comprehensive redesign of Mustang Station/Lanes and other under-utilized University Union areas to enhance functionality of the union.
- Cared for 27,403 students at the Health Center (as of May 31) – down 9% due to provider availability over the year.
- Supported 5,696 students in Counseling sessions (as of May 19), increasing the percent of student body seen from 10.5% to 11.7%.
- 141 athletics events were hosted on campus this past year, with an overall increase of 17% in student attendance. Football, Men's Basketball and Volleyball experienced the biggest increase in attendance figures.
- Increased the number of campus partners or offices that presented in the residence halls by 24% over last year, for a total of 200 residence hall programs including another campus partner or office.
- Excelled in student satisfaction for safety, security, and staffing in the residence halls on national housing survey; learning community surveys showed over 80% of residents felt comfortable approaching RAs, were satisfied with the performance of staff and felt valued as an individual within their living learning community.
- Focused on strong support in the residence halls by increasing the number of RAs on campus by 29%.
- Developed strong foundations for campus engagement through Open House, with 147% increase in student attendees and 84% increase in supporter attendance from 2016.

## Culture of diversity and inclusion

- Opened Cal Poly's first DREAM Center for undocumented students in April of 2017, in partnership with the Undocumented Students Working Group and the RISE student club.
- Re-invigorated Cal Poly's partnership with the Northern Chumash tribe through the naming of the new residence halls as yakʔitʔutʔu and through a partnership with the Multi-Cultural Center to offer monthly Chumash language classes to the community and Cal Poly students.
- Announced the relocation of Rose Float offices to facilitate the expansion of the Cross-Cultural Centers.
- Created the United Leaders Coalition, a biweekly program to bridge the gap between clubs and social justice efforts.
- Provided First Amendment workshop trainings to over 600 people on campus and in the San Luis Obispo community.
- Created and launched the #IdefineMe campaign to support the CSU initiative to collect gender identity and sexual orientation status of students.
- Trained all full-time housing staff on micro-aggressions, disability as a social justice issue and the use of gender pronouns, in addition to holding a joint training with UPD on unconscious bias.
- Expanded training for orientation leaders to include:
  - Facilitating tough topics
  - Cultural Competency workshop on respect, diversity, inclusion and privilege
  - Micro-aggression and individual bias training
  - Understanding how orientation is experienced differently by each participant's background
  - Trained on bias-related scenarios to develop responses



## Teacher-Scholar Model

- Counseling presented to 1,770 faculty and staff, advancing our faculty and staff's capacity to support students.
- Career Services also facilitated faculty-employer meetings to advocate for student internships, jobs, senior project research funding, student diversity/inclusivity funding, and brought 97 employers or industry experts to speak in classes.
- The newly developed Career Partner's Program provides Platinum Level employer sponsors the opportunity to meet with faculty to discuss deeper partnerships and more intentional collaborations. Career Services also developed an employer *Immersive Partnership Model* that will open doors to future faculty research and other funding conversations.

## Student Success

- Successfully managed the emergency closure of Fremont Hall, with a focus on maintaining the strength of that community. Care packages were delivered to 275 students, courtesy of the Parent and Family Advisory Council. Two town hall meetings were held with the second live-streamed for families, while a number of events were hosted to maintain community connections.
- Provided 343 students (44% first gen, 59% URM) with professional attire via the Career Services Clothing Closet.
- Developed a healthy eating on-campus cookbook for students, created by the PULSE Peer Educators, as the result of a \$50,000 donation.
- Created the emotional wellbeing workshop, a three-session program in Counseling Services designed to help students develop the skills to navigate the academically intense campus environment.
- Decreased crisis visits to the Counseling Center by shifting to a “no wait time” policy for initial intake, and by developing residential wellness counselor positions via a partnership with SLO County Behavioral Health.
- Hosted 952 graduating seniors at an alumni welcome BBQ in Spanos Stadium as part of the second annual Alumni Week of Welcome.
- Created the Sophomore Success: Career and Life Readiness Experience for students in Poly Canyon Village via partnership between Career Services and University Housing.



- Maintained academic focus of athletics programs, which led to football achieving an APR of 997. The program received Best in the West recognition and a number 2 national ranking for a single year. In addition, athletics achieved a department-wide APR of 985.

- Strategically created study groups and faculty engagement opportunities for the top 10 classes in residence halls.
- Supported 7,186 student clients and 26,000+ certified devices via the residence hall technology program, and serviced 993 student residence hall technology issues with an average response time of under 12 hours.
- Increased student use at Disability Resource Center by 15% to 1,537 students.
- Converted 409,000 pages of text using Alternative Media Services, increase of 175% over previous year.
- 3,566 study session requests received (highest number ever) – up 21% over previous year - serving 69% of first- and second-year students.

### Transparency, Collaboration and Accountability

- Completed strategic planning process that included broad collaboration and involvement from all university divisions, students, parents and community members.
- Created new online parent newsletter, reaching over 15,000 parents monthly.
- Strategically managed multiple high-profile crisis situations through open communication, transparent presentations, and collaboration with key campus and community support units like UPD, legal counsel, and emergency management.
- Reduced institutional liability and managed risk through strong accountability measures of social Greek fraternities and sororities.
- Weekly communication from the Vice President to the entire division of Student Affairs to highlight VP activities, seek feedback, and engage the full team.
- Facilitated department-by-department presentations at the senior leadership team level to highlight challenges and opportunities in each department, with the goal of promoting collaboration across common themes.



**Hello Student Affairs team!**

It was a busy and positive weekend all around for Cal Poly Student Affairs! Samantha Tran, in the Cross Cultural Center, hosted our first meet Student of Color Summit. All the students I spoke to were positive and engaged! Career Services, led by Eileen Buckner, hosted its first meeting of its new Advisory Board, with leaders from major corporations from around the world. Baseball took the blue-green rivalry bet 6 and softball won the regional championship in the National Intercollegiate Softball Championship and have advanced to the championship round. And Athletics hosted the annual Mustang Athletes Scholarship for student athlete scholarships thanks to the leadership of Chris Sabar and our Student Club! I couldn't be at everything, but wake up this morning very Cal Poly Proud of our team!

As we are nearing the end of the academic year, much attention is being devoted to fall. You have likely heard that we are anticipating a larger first-year student class than we had projected. Admissions is both an art and a science that depends on predicting the behavior of what an 18-year-old is going to do... and all of us in Student Affairs know that this is a magical power we wished we had. Significant work is underway to ensure we can teach them, house them, feed them and orient them among many other operational issues. While the final numbers will not be known until students show up to the fall, the first-year class could be about 700 more than we anticipated, with major increases in the diversity of the students coming to Cal Poly! We will continue to discuss this topic across the division, as I know each of us wants to ensure the best possible experience for all our students.

My week is jam packed with key meetings with Cabinet, the Provost and interviews with the College of Engineering Dean candidates. It's also full of celebratory activities... EOP graduation is today as are our LEAD Awards! I love this time of the year when so many student achievements are recognized. I hope each of you makes time to attend events like these to celebrate our students.

As we move into the week ahead, remember these three things!

1. Keep students first
2. Help another member of the Student Affairs team
3. Take time away from your work space to see what is happening on campus.

Make it a great week!

Krith

## Securing the financial future of our campus

- Increased the average philanthropic gift from parents by 15% to \$633.
- Active and largest participant in new university indirect cost recovery model through university housing, in addition to previously negotiated \$3.5 million in support of other divisions' activities.



- Trained over 900 WOW leaders on the purpose and importance of philanthropy.
- Increased sponsorship of Career Services by 49% to \$105,000, with 10% of donations allocated to campus diversity events.
- Creation of Student Affairs Information Technology team saved approximately \$40,000 as a result of coordinated and refined tech purchasing standards in partnership with ITS.
- Finalized long-term contract with Adidas. Based on its average annual value, the agreement provides Cal Poly with one of the most lucrative apparel contracts given to FCS institutions by Adidas and includes access to products for club sports teams, among other benefits.
- University housing contributed \$500,000 to the i-Field project, helping to make this project a reality for both athletics and intramural teams.

## 2017–18 KEY PRIORITIES

In addition to the strategic priorities identified, the vice president will focus his time on the following priorities:

### **Campus Health and Wellbeing**

Improving access to health care for students, including mental health care, is a critical component of the residential campus model. San Luis Obispo is an impacted area for obtaining private health care and more than 1/3 of Cal Poly students carry private insurance that is not accepted in the county. A focus on financial efficiencies, increased entrepreneurial activities, and the fee consultation process will be employed this year to ensure that the maximum amount of outside funding sources is obtained, before identifying an additional fee amount to request from students.

### **Alumni, Athletics**

The two newest areas of Student Affairs have additional opportunities to become more integrated with both the division and the overall university, and to leverage the resources and connections of their new administrative home. Alumni Relations and Intercollegiate Athletics are two of the main ways that Cal Poly advances its brand and image beyond campus. These two departments also have a significant impact on overall university philanthropic support, making a renewed focus on these areas important. Student Affairs will seek to launch new initiatives in these areas that increase school spirit, engage alumni in new ways, and generate student involvement to promote life-long connections with Cal Poly.

### **CDO and new AVP**

Issues of diversity and inclusion remain central to the Student Affairs mission, and a key priority for the coming year will be to maximize our contributions to campus climate. Ensuring that a strong foundational relationship and partnership are established with the new Vice President & Chief Diversity Officer, as well as successful onboarding and establishment of the Assistant Vice President for Student Affairs, Diversity and Inclusion, will be a key focus.

### **Fund development**

The hiring of a new development officer, and the increased time devoted to cultivating philanthropic support of Student Affairs programs and services, is essential to ensuring the financial future of the division. Narrowing focus to areas of greatest opportunity including parents, campus health and wellbeing, and career services, will help ensure success in areas with many philanthropic opportunities.

### **Budget stabilization**

As Cal Poly grows, albeit slightly, and the expectation on Student Affairs programs and services increase exponentially, there are a number of areas that need budget stabilization plans to ensure long-term financial health. These areas include New Student & Transition Programs, Disability Resource Center, and Intercollegiate Athletics.

## PREPARING FOR THE FUTURE

Student success and wellbeing remain at the forefront of our daily work. As a division, Student Affairs has worked diligently and collaboratively over the past 18 months to identify the following goals to guide our collective work over the next five years and align strongly with the Vision 2022:

- Engage and include every student in the Cal Poly experience
- Promote student success
- Commit to continuous improvement and innovative change
- Engage partners to ensure future success

We look forward to sharing our accomplishments in these areas in the coming years.